

Developmental Disabilities Program
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DATE: June 29, 2005
TO: Graydon Moll, CEO, MME
FROM: Paula Sherwood, QIS, DDP
RE: Quality Assurance Review for FY '05

Please find attached the report for the Quality Assurance Review for Mission Mountain Enterprises for Fiscal Year, 2005. Judi Allen and I wish to express our appreciation to you and your staff for all the assistance provided to us during the course of this review. As you know, the review went extremely well and the progress and growth that this agency has demonstrated over the past years was very impressive. I look forward to continued success with MME. Thanks again to you and your staff for the continuous effort to provide quality services for individuals with developmental disabilities.

cc: Ted Spas, Region V Manager, DDP
Jeff Sturm, Program Director, DDP
Tim Plaska, Bureau Chief, DDP
John Zeeck, Quality Assurance Specialist, DDP
Perry Jones, Waiver Training Specialist, DDP
Judi Allen, Quality Improvement Specialist, DDP
Chuck Wall, Chairperson, MME Board of Directors
DDP Contract File

MISSION MOUNTAIN ENTERPRISES QUALITY ASSURANCE REVIEW FY '05

Scope of Review

The FY '05 annual Quality Assurance Review for Mission Mountain Enterprises (MME) was conducted by DDP Quality Improvement Specialists Judi Allen and Paula Sherwood. The review was performed the week of June 6 through June 10, 2005. MME serves individuals with developmental disabilities in various areas throughout Lake County. The main administrative building is located in Ronan. MME provides the following services: Community Home, Intensive Community Home, Supported Living, Work/Day Services, Intensive Work/Day Services (both may encompass Supported Employment depending on the results of Individual Plans), and Transportation. MME also serves individuals who have funding through Community Supports. All of these services are provided mainly in the towns of Ronan and Polson.

General Areas

A. ADMINISTRATIVE

Significant Events

*Reorganization: In order to promote and support more consistency across service areas, with a larger emphasis on coordination, communication and quality assurance, MME reorganized its administrative structure to create the position of Director of Operations who supervises all agency managers. The previous position of Quality Assurance/Human Resource Director was split into two separate positions, one person overseeing Human Resources and another focusing directly on Quality Assurance.

*Director of Operations: The new Director of Operations has come to MME with a wealth of knowledge and over 30 years of experience in the field of Developmental Disabilities in the state of Montana.

*Curriculum: In January of 2005 MME began offering Developmental Disabilities Curriculum on a consistent basis. Each month a specific module is offered at varying times and locations to accommodate staff schedules. Modules include core curriculum related to such topics as the IP process, program writing, and defining emotionally responsible care-giving environments. Modules are also planned according to evolving trends as needed.

*New Thrift Store Location: MME purchased a new building for the Twice But Nice Thrift Store in Ronan. The manager of the Ronan store was promoted to oversee MME's 2 thrift stores (TBN in Ronan as well as Nifty Thrifty in Polson.) This has resulted in greater consistency and coordination for the agency's businesses.

*Critical Incident Investigation: MME recently had four administrative staff, including its CEO, certified to conduct critical incident investigations.

*Administrative Training: The Quality Assurance Director attended a workshop presented by Dr. Tom Willis from the Institute of Applied Behavioral Analysis (IABA) last fall.

*Flu Shot Clinic: With the shortage of flu shots this past year, it was a great concern if individuals served would be able to receive flu shots. The Quality Assurance Director worked with the Lake County health nurse to provide a flu shot clinic in both Polson and Ronan to provide protection for individuals served.

*Quality Assurance Process: Periodic Service Reviews are conducted quarterly on a consistent basis. The reviews are scored and used for Outcome Measures. Identified needs are worked on specific to areas as well as organizationally.

*Quarterly Reports: A new form was created to improve pertinent information sharing. The new form is less cumbersome and user-friendlier for those completing it as well as those who are responsible for its review.

*Corporate Sponsorship: MME created corporate sponsorship for local businesses to become members and aid in agency fund-raising endeavors. The response from local businesses has been tremendous and much appreciated.

*Adopt A Highway: The agency adopted Kerr Dam Road and volunteers clean the roadway.

*Flower Cart: MME's Public Relations Committee created a beautiful flower cart to place in front of businesses in appreciation for their support of individuals served.

*Internal Processes: The agency is currently working on several projects. These include:

- Program books across all areas are being organized with the same basic table of contents.

- Complete detailed orientation records specific to the needs of persons served are being enhanced for the purpose of staff training records.

- Recent suicide threats precipitated the need for a protocol and training for staff to support persons served who may have any suicidal ideations.

- Comprehensive Assessment and Plan Summaries are being completed for each person served.

*Anti-Harassment Policy: An anti-harassment policy was written and approved by MME's Board of Directors.

*Assurance of Medical Care: MME employs a Registered Nurse in Polson. Recently she has spent time in Ronan assisting with individual medical needs. The

Quality Assurance Director is also an R.N. and this has greatly augmented medical care in Ronan.

*Management Training: All managers attended a series of management/human resources training. The training will be repeated this summer so that managers may review the material again and new managers may receive the training.

*Leadership Training: The CEO of MME is the President Elect for the local Rotary Club and attended leadership training in Seattle this year.

*Over 30 persons served attended both the regional and state Special Olympics with staff support.

MME's administrative team has ensured that directives from the DDP have been implemented. This includes training for MME's staff on such directives. The administrative team has been working diligently on meeting all the requirements of the new Incident Management Policy.

All four of the group homes are currently licensed. Inspections were completed with no outstanding deficiencies. MME received a three-year accreditation from CARF in August of 2003.

MME's internal communication systems include the following:

- a monthly all managers meeting with the administrative team,
- a monthly meeting at each site with the manager, staff, and possibly a member of the administrative team, with the goal of providing some sort of training for staff at each,
- a monthly safety committee meeting in each area,
- a monthly area meeting (one for Polson and one for Ronan) which includes individuals served, managers, staff, and administrative team members,
- a weekly administrative meeting,
- a weekly meeting between the Director of Operations and the managers in one area, rotating between Polson and Ronan,
- Periodic Service Reviews are conducted quarterly, the results summarized and shared with appropriate personnel,
- all managers and administrative team members have the Internet and e-mail,
- memos are sent out, posted, with the expectation for staff initial and date that they have received the information,
- communication logs are at each site,
- travel logs are sent between group homes and day programs,
- there are in-boxes for staff at the sites where they work and
- a mail system between Polson and Ronan.

The results of the A133 Audit revealed no problems. Most contractual requirements in Appendix I were met including routinely scheduled abuse prevention training for

direct care staff. Trainings for Incident Report writing and Client Rights will be on going for FY '06.

Quality Assurance Observation Sheets were written for two concerns. Neither was considered to be an issue that could potentially result in imminent harm or a systemic or pervasive deficiency. The observations and MME's responses, which have been received at the Region V office and accepted by the QIS, are noted below.

1B. Review of Individual Plans showed that further training on the IP process is warranted. It needs to be noted that the quality of the Individual Plans has much improved over the past several years, addressing all aspects of the lives of individuals served. However, attention to detail on filling out the IP forms themselves needs to be addressed. This includes ensuring that appropriate boxes are marked, dates of completion are documented and other miscellaneous details are filled out completely.

Response:

MME will offer July and August 2005 Curriculum classes specific to training for all staff on IP Forms. Curriculum classes are offered every month and IP Forms will be taught on an ongoing basis as a formal Curriculum module.

All Area Managers, and some Administrative Staff will plan and attend a training specific to IP Forms to be scheduled with Paula Sherwood, QIS, completed by December 31, 2005.

Quality Assurance Director will continue to review IP Forms prior to IP meetings, as they are made available through out the year.

2B. Upon review of the Safety Committee minutes, it is recommended that the format for the minutes be standardized across both areas (Polson and Ronan). This should include detailed instructions for actions to be taken for any problems that have arisen and results of those actions across time. Documentation of the person responsible for recording meeting minutes should also occur. The agency may want to merge the Safety Committee into the Incident Reporting Management Committee.

Response:

Mission Mountain Enterprises has instituted an Incident Management Committee, which will standardize the process of note taking, including recommendations, assuring documentation of follow up on health and safety matters.

Mission Mountain Enterprises has decided at this juncture to continue with Ronan and Polson Safety Committees who will focus on maintenance, safety issues, and employee injury prevention. The; documentation of meetings will include detailed interventions including who's responsible to carry forward those interventions, and review results accordingly.

Quality Assurance Observation Sheets were also written commending the administrative team for the following:

1A. MME has implemented the practice of Periodic Service Reviews, which are conducted quarterly across all sites by the Director of Quality Assurance. The reviews are scored and provide Outcome Measures. The process is comprehensive and consistent throughout the agency. Identified needs are addressed specific to areas as well as organizationally. Continuous monitoring of all aspects of services results in increased quality of services for individuals served.

2A. MME is to be commended for initiating Assessment and Plan Summaries for each individual served. These profiles are person-centered and holistic in nature, covering such areas as medical needs, communication, likes, dislikes, etc. This is evidence of emotionally responsible care giving and an increased quality of services for all individuals at MME.

6A. The agency is to be commended for the purchase of a new building for its thrift store in Ronan. The building is spacious, well organized and provides better teaching opportunities for individuals served. (See the rest of 6A under WORK/DAY/COMMUNITY EMPLOYMENT.) This has resulted in increased community integration, increased opportunities for learning for individuals served and increased revenue for the agency.

Specific Services Reviewed

A. RESIDENTIAL

Accomplishments

*Vacation: An individual served and her primary supported living staff went on a trip to Las Vegas that she had been saving for and planning for several years.

*Supported Living Contact: In order to increase communication, the Supported Living Department in both towns now has a cell phone manned almost 24 hours a day, 7 days a week. This resource gives persons served, their families, the communities and staff a system for assistance around the clock. This system does not take the place of MME's after hours emergency system, but is an additional resource for all stakeholders.

*Emergency Shelter: A vacant bedroom at one of the group homes was utilized to accommodate other individuals served in temporary crisis. One person from Supported Living recently stayed for over a week while his apartment received needed repairs.

*Increased Supports as Needed. Several persons served who are aging and had increased medical needs were able to stay in their own apartments and maintain their autonomy while recovering from such procedures as knee surgery and cataract surgery.

*New Furniture One individual with Supported Living Services was able to purchase new furniture for his home.

*Moves to Meet Individual Needs: MME worked closely with the DDP, Case Management and IP teams to coordinate residential moves within MME's services. Many staffings and IP's were held to look at all pros and cons to best meet individual needs.

*Menu Planning for Group Homes: MME purchased a program that is being tried in the group homes. Its purpose is to assist staff to plan well-balanced meals that will meet individual nutritional needs and help incorporate commodities into menus and recipes.

*Mission View Group Home: New flooring and wall protectors gave this home a much-needed facelift.

*Orchard View Group Home: Major renovations were done under the shower room including replacement of tiling.

There were no pervasive programmatic deficiencies noted for Residential Services. All sites visited which included the four group homes and three supported living sites were clean, comfortable, and decorated with individual preferences taken into consideration. The following information holds true for all services provided by MME and will not be repeated in each section. Medication protocols, self-medication training programs, medication administration records, PRN protocols and all other aspects of medication safety were found to be in place and consistent across the agency. There is only one PRN that is used for the purpose of inducing sleep. Its use has a very well written protocol that has been submitted through the proper channels, i.e., the IP team, input from the individual's physician, and approval from MME's QIS. All vehicles are checked routinely. Individual Plans were in order and are being implemented according to the objectives set in the plans. The quality of IP's has greatly improved, resulting in comprehensive quality documents, which address the desires of and supports needed for people in MME's services. Emergency procedures are in place and evacuation drills are performed according to schedule. There was evidence of emotionally responsible care giving environments at each site visited. Individualized bathing protocols were found at all sites. Staff are trained to meet individual needs and there is documentation that such training occurs. All individuals reviewed had consumer surveys completed and these were attached to their IP's. Rights Restrictions are for health and safety reasons only. They are reviewed annually or sooner as noted on the Rights Restriction. Random staff files were checked for orientation training and required background checks. These were

also found to be complete and well organized. Staff surveys are done routinely at the agency and members of the administrative team follow up to the best of their ability on any issues may arise. Staffing ratios have been checked periodically across the past year and the results show that MME has consistently met or exceeded its contractual staffing ratios. There were no trends noted for medication errors or for reports of abuse/neglect/exploitation. Incidents were addressed immediately, appropriately and there was a decrease in such incidents. Vigilance has increased with an emphasis on prevention and it has been evident that staff have been well trained in these areas.

Quality Assurance Observation Sheets were written to commend Residential Services for the following:

7A. The Supported Living Department is to be commended for its implementation of having a cell phone in both the Ronan and Polson areas which is available almost 24 hours a day, 7 days a week. This resource does not take the place of MME's after hours emergency system, but is an additional resource for individuals served. This gives increased coverage and assistance for persons served, their families, the community and staff.

8A. At the 9th Avenue Group Home, the reviewers were very happy to see the creation of a log which gave staff important information in the form of detailed check-off lists for individual consumer needs upon departure from the group home. These were for day and over night outings and included critical information as medications, necessary belongings, etc. This system decreases the risk of medication errors and assists staff in their work performance.

9A. At the Orchard View Group Home, the reviewers observed excellent interactions between staff and one individuals who requires vigilant observation for the protection of himself and others. The staff did a great job of being aware of his movements and communicating to other staff to take over when needed. This demonstrated that staff had been well trained in working with the individual, keeping everyone safe.

10A. The Mission View Group Home showed much improvement from last year. There is new flooring and the home was very clean. The new manager has organized and cleaned up program books. Documentation is occurring on a consistent basis. The effect is increased emotionally responsible care giving and compliance with Individual Plans.

11A. At the Benjamin Street Group Home, individualized bathing protocols were well written and extremely person-centered. It was evident that staff have an excellent understanding of and are knowledgeable about the individuals they serve. The summary sheets for all medical appointments are an excellent way to communicate information staff and to document that staff have received the

information. This also demonstrates an increased emotionally responsible care giving environment and good support for staff.

WORK/DAY/COMMUNITY EMPLOYMENT

Accomplishments

*Day Services: In order to meet wishes and needs, the agency has been working on how it offers day services, giving persons served and their families more choices. This is an ongoing process with trials mainly occurring in Polson.

*Thrift Store Changes: The relocation of the Twice But Nice Thrift Store in Ronan has provided individuals served with much needed space and is very comfortable working environment. This has resulted in more opportunities, better organization, and more people wanting to attend services at Twice But Nice.

*More Community Jobs: The Supported Employment Department has secured more job placements in the community. These include Super 1 Foods, The Mondo Grill, Three Dog Down, Gifts of Nature and Ricciardi's. These are in addition to the numerous community sites such as the Pizza Hut, the Pizza Café, Bev's Bloomers, Folkshop II, the Polson Library, KO Auto, the Elk's Lodge and SK&C Daycare that already employ people served by MME. New community janitorial sites include Lucky Strike Lanes and the Montana State Department of Revenue offices. Approximately eight people served worked as Salvation Army Bell Ringers last Christmas earning almost \$7.00 an hour.

There were no programmatic deficiencies noted for Work/Day/Community Services. All sites visited were clean, nicely decorated and interactions were excellent between staff and people being served.

Quality Assurance Observation Sheets were written to commend Work/Day/Community Employment for the following:

3A. The Supported Employment Department is commended for its outstanding effort to secure numerous jobs in the community for individuals served. This department has sought to accommodate individuals based on their preferences and match them to suitable jobs. This has greatly increased community integration, community education and increased opportunities for individuals in services with MME.

4A. The Ronan Activity Center is to be commended for the following that address individual needs and desires:

- Life skills classes for men and women,
- Job Club,
- Indian Club,
- Guest speakers once a month, i.e., nutritionist, fire chief, etc. and

-Three-tiered staff training on individual needs.

This provides a wide variety of opportunities for individuals served. It also demonstrates the creativity and motivation of the staff.

5A. The Polson Work Activity Center is to be commended for the interactions observed between staff and individuals served. The atmosphere was pleasant the activity center was festively decorated. The newly hired manager of PWAC comes back to MME with much experience and is a welcome asset to the agency. These observations also demonstrate emotionally responsible care giving.

6A. (Part one of 6A was already listed under Administrative commendations.) The manager of the two thrift stores (Ronan and Polson) has done an outstanding job organizing the two stores, promoting MME's place in the community. As stated above, this has resulted in increased community integration, increased opportunities for learning for individuals served and increased revenue for the agency.

B. COMMUNITY SUPPORTS

MME serves 6 individuals with Community Supports funding. All 6 had consumer surveys completed by Case Managers. The 5 chosen for review are all funded under Title XIX. The reviewers checked all 5 programmatic books and visited one Supported Living site and two work/day sites.

Accomplishments

*Health and safety issues were addressed by IP teams and supports were in place.

There were no programmatic deficiencies found in this area.

C. TRANSPORTATION

Accomplishments:

*One new mini van was added to MME's fleet of vehicles. A new minibus will be added to the fleet after 7/1/05. Three older vehicles were decommissioned.

MME keeps a monthly log of vehicle maintenance checks. These were found to be in Good order. Wheelchair lifts were operating appropriately and vehicles observed were clean and appeared to be safe.

In summary, all those who work at Mission Mountain Enterprises should be proud of their accomplishments over the years. Improvement has been tremendous and systems that were put into place after the last review have been maintained consistently across the agency. The restructuring that occurred on the Administrative Team has proven to be very beneficial, enhancing teamwork throughout the agency and increasing the quality of

life for those served. The effort that everyone has put forth is quite evident and is applauded by the reviewers. It was our extreme pleasure to do this review.